

Mid term evaluation

GCP/MOZ/078/ITA

Management Response

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Nomenclature

CCP	Conselho Comunitario de Pesca (Community Fisheries Council)
FFP	Fundo de Fomento Pesqueiro (Fisheries Support Fund)
GoI	Government of Italy
GoM	Government of Mozambique
IDPPE	Instituto Nacional de Desenvolvimento da Pesca de Pequena Escala
LoA	Letter of Agreement
MTE	Mid Term Evaluation
NGO	Non Governmental Organisation
OEDD	Office of Evaluations
PCR	Poupança e Credito Rotativo (Rotating Savings and Credit)
PCU	Project Coordinating Unit
PESPA	Plano Estratégico para o Sector da Pesca Artesanal (Strategic Plan for Artisanal Fisheries)

Introduction

The project GCP/MOZ/078/ITA, “Coastal fisheries Development for Gaza and Inhambane Provinces” started implementation in February 2008 with financing from the Government of Italy and a total budget of € 3 158 980. In January of 2011 an independent mid term evaluation (MTE) was carried out by OEDD, and the final report was received by the budget holder on 4 April 2011.

The MTE report was discussed not only within the project and the FAO representation in Mozambique, but also bilaterally with the Government of Mozambique (GoM) and in two sessions of a tri-partite technical meeting with representatives of FAO, GoM and Italian Cooperation (IC).

This report presents the management response, including the overall opinions held by FAO, GoM and IC, as well as detailed response by recommendation. It is presented in OEDD standard format, as per the requirements of the Programme Committee and the Joint Meeting of the Programme and Finance Committees.

Overall Response

FAOR (Budget Holder)

The report presents a well-founded summary of the project’s history and rationale, as well as a good appraisal of some of the key constraints.

However, the conclusions that the project lacked a general strategy are not acceptable, since the framework, approach and activities have been closely aligned with the strategy of the sector (PESPA). The fact that the 1st session of the project’s steering committee endorsed a new logical framework, whilst specifically stating that a revised project document was not required, certainly has not helped those outside of the Project Coordinating Unit (PCU) and GoM to understand the project’s general approach. However the strategy underlying the project is well understood by the GoM, as well as the PCU and apparent in both the logical framework and annual workplans.

In general the lack of reference to the annual workplans in the MTE indicates that the analysis of on-going activities and their integration into the overall project could have been more thorough.

The technical analysis presented in the document is of a good standard in the areas of micro-finance and institutional aspects, but is very limited in relation to the examination of annual plans, fishing technology (boatbuilding, motorization, fisheries’ diversification) and financial execution.

FAO considers that the absence of alternative options regarding the reformulation of the project is a serious omission, especially in view of the comments received from the Minister of Fisheries at the time of the mission’s debriefing, when the Minister made it clear that no additional delays could be considered.

The MTE recognises (correctly) many of the fundamental constraints that have impeded project execution, but fails to propose effective solutions. For example, there is justified criticism of the use of Letters of Agreement (LoAs) with the government, but no alternative put forward. In this case it is acknowledged that at the time FAO did not have any alternative tools other than the LoA to establish substantial project collaboration with government, but the MTE makes no reference to the process of reforming of LoA procedures and the implications of the revised Manual Section.

Government of Mozambique

The GoM's general appreciation of the MTE can be summarised as follows:

- The MTE shows a weak understanding of the base documents, including the PESPA and annual work plans.
- The analysis of aspects related to Component 1 (related to fisheries technology) is weak
- The MTE shows a very limited understanding of the mandate of the Fundo de Fomento Pesqueiro (FFP)
- The MTE's recommendations are focussed on one aspect (reformulation) with presenting any alternatives.

Italian Cooperation

The IC's appreciation of the MTE in sum was:

- The IC substantially agrees with the diagnostics
- The absence of an updated project document is result of an FAO failure
- The IC does not accept the comments regarding the competence and mandate of the Management Committee
- It will be necessary to limit the project's administrative costs.

Response by Recommendation

The detailed response by recommendation was discussed with both GoM and IC, and the following table presents the global position, agreed by all parties.

Recommendations	Further funding required (Yes or No)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action	Timing	Unit Responsible
1. Project Reformulation	-			X	Rejected on account of implicit delays, limited resources			
1.1 FAO not involved with disbursement of funds (Scenario 1)	-			X	Rejected as this route would imply undefined delays			
1.1 FAO Involvement with disbursement of funds (Scenario 2)	No	X			Accepted, via LoAs	Drafting of appropriate LoA, submission for approval	Completed	PCU
1.2 Value Chain Study	No	X			Accepted	Integration into 2011 budget, TOR and contracting of consultant	Oct 2011	PCU
1.3 Review of post harvest information system	No		X		Rejected but the study is already in process in IDPPE, under another project			
1.4 Reformulation mission	-			X	Project reformulation rejected			
1.5 Renewal only of contracts of PCU Administrator, CTA and National Coordinator only	-			X	Only relevant to project reformulation (rejected)			
1.6 LoAs / Contracts to support a large number of PCR groups	No	X			Accepted	Integration into 2011 budget. TOR and contracting of NGOs	Oct 2011	PCU
1.7 LoA or direct transfer from GoI of funds for credit before 31 May 2011	No	X			Accepted	Drafting of appropriate LoA	Completed	PCU
1.8 Technical and institutional support to FFP	No	X			Accepted	Recruitment of short term TA, continuation of long term (national) TA	Nov 2011	PCU, FFP
1.9 Specific recommendations accepted by the FFP	No	X			Accepted by FFP	Implementation of specific measures	Dec 2011	FFP

Recommendations	Further funding required (Yes or No)	Acceptance by Management			Comment on the Recommendation	Action to be taken		
		Accepted	Partially Accepted	Rejected		Action	Timing	Unit Responsible
2. Decide by 30 April on way forward	No	X			This deadline has now passed, but there is FAO/GoM consensus regarding the rejection of recommendation 1	Endorse decision by way of plans	Completed	
3. Freezing of most activities during reformulation	-			X	Only relevant to project reformulation (rejected)			
3.1 CCP and PCR support to continue during project reformulation	-	n/a			Only relevant to project reformulation			
3.2 Specific studies should go ahead (Value chain, Post harvest information system) during reformulation	-	n/a			Only relevant to project reformulation			
4 FAO and the Italian Cooperation identify a strategy and implement it by 31 May 2011, to transfer USD 500,000 to FFP out of the credit line to allow it to become a credit wholesaler	No	X			Accepted.	Drafting of appropriate LoA, submission for approval.		PCU, FAOR, TCSR

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